

GLOBAL SUSTAINABILITY DIRECTOR DELIVERING STRATEGY, BOARD REPORTING & MASTERCLASSES

Award-winning Sustainability expert, thought leader, pioneering journalist & speaker. Trusted Advisor to Boards & C-Suite. Hands-on Leader for CSR/Sustainability strategy development, implementation, impact assessment, reporting & beyond.

EXECUTIVE APPOINTMENTS

- **Board Director:** CFP, Code for All Network
- **Chairman of Jury:** UNGC-EFP CSR Recognition Crest
- **Chairman:** Corporate Social Responsibility Board Standing Committee, Federation Chambers of Commerce & Industry
- **Founding-Recruiter & Interview Panelist:** Mosaic - Prince of Wales Initiative; BITC global youth leadership program
- **Chairman & Co-Founder:** RSD Foundation
- **President:** CSR Association

PROFESSIONAL AWARDS & HONORS

- **Author, *World Guide to Sustainable Enterprise*:** Selected to research & publish 3 global guidebook country guides
- **Winner, *CSR Europe Young Journalists Award*:** Best written article in Enterprise 2020 Competition, Brussels
- **CNN Young Journalist Award, CNN:** Selected as top-3 journalists for regional recognition
- **Author, *World Guide to CSR*:** Authored *Country Guide* global Corporate Social Responsibility guidebook
- **Trainer; Keynote Speaker; Panellist:** Workshops, conferences, universities, corporate masterclass, ExecEd, TV

PUBLICATION PORTFOLIO

In addition to confidential reports, 400+ articles published in journals & newspapers worldwide. Samples online:

in *The Line of Duty* | Cover Story | Newsweek

newsweekme.com/in-the-line-of-duty/

Sustainable Advantage

tribune.com/competitive-advantage-sustainability-way-forward-for-companies/

Sustainable Travel

<https://www.tbl.com.pk/travel-slow-lane/>

WEF Abuzz with Sustainability

tribune.com/rising-trend-sustainability-buzz-draws-business-attention/

ICI Sustainability Report 2008

ici.com.pk/wp-content/uploads/ICIP_AR_2008.pdf

Islamic Games Highlight Camaraderie of Women

womensenews.org/2005/09/Islamic-games-highlight-camaraderie/

From Slums to Healthy Communities | Forbes ME

KBalkhi/forbes-sustainability-healthy-communities

LEADERSHIP IMPACT & EXPERTISE

BSG, Global

2005 to Current

Director, Sustainability

[Globally-cited thought leader](#) in Sustainability. Hired by leading companies & non-profits for board-level Sustainability Strategy Development & Stewardship; CSR reporting; impact assessments; KPI development & measurement; communications; executive education. Organically restructured companies in-sync with vision – delivering results like increased international market access & factory productivity. Clients: Ashghal - Qatar Public Works Authority; Coca-Cola; CSR Asia, CSR Europe, CSR Turkey, Engro, GRI, ICI, Indus Health Network, Kia, Progressive Group, Puma, Toyota, Unilever

- **Board Advisor:** Lead Board Reviews, Assessments & Retreats; Vision & Values Alignment, Culture Stewardship, Org KPI-setting & more for family business, companies & non-profits. Hands-on in high-impact, high-trust sensitive roles
- **Strategy:** Develop, execute & document sustainability strategies via gap analyses, extensive stakeholder engagements, social audits & so on, with organizations such as Coca-Cola, ICI, National Foods, OMV & others
- **GRI Training:** Business Transparency (GANTSch) Regional Consultant, trained boards & management teams of suppliers in global supply chains, e.g. PUMA's, to successfully create GRI-based CSR Reports, & the structures needed to support transparency, for Global Reporting Initiative's transparency in global supply chains initiative
- **Coaching:** mentor teams to successfully build sustainability infrastructure with various partners
- **CSR Reports:** Composed the first local company's international multiple award-winning, GRI-based Sustainability Report with Engro Chemical (Exxon) & then for ICI (Akzo Nobel) for 2008 & 2009, which also won multiple awards
- **Executive Education:** Trained non-profits & companies to implement CSR & ethics, e.g. LUMS, UNGC, Unilever
- **Media Clinics:** Train media to report on ethical business behaviour & on Media Responsibility, e.g. w/ OECD, tbl. Wrote media toolkit for journalists w/ CSR Europe & CSR Turkey as a post-training reference tool
- **Non-Profits:** Governance, vision-ops alignment, high-level risk mitigation, hands-on engagement e.g. WWF
- **Communications Advisor:** Delivered strategic CSR & comms planning with Hill & Knowlton network, diverse clients

GLOBAL SUSTAINABILITY DIRECTOR DELIVERING STRATEGY, BOARD REPORTING & MASTERCLASSES

Independent, Jeddah & Global 2002 to Current

Business & Gender Journalist

Acclaimed for balanced, honest reporting. My work touches people's hearts, despite being in a technical space, impacting change at public & private levels. It spans continents & cultures to bring readers on-the-ground insights.

- **Readership:** Single articles received 10,000+ hits within first few hours of publication
- **Publications:** *Arab News, Dawn, Express Tribune - NYT, Financial Post, Herald, The National, Newsweek, Saudi Gazette, Women's eNews, Women in Business - UK*, corporate newsletters & confidential internal publications
- **Leading Saudi Business Journalist:** Published 60+ analytical articles, 29 photos as Saudi Gazette's leading economic journalist covering international trade, annual budgets, JCCI, Jeddah Economic Forum, WTO accession etc - in 2004.

tbl – triple bottom line, Global 2007 to 2011

Co-Founder & Editorial Director

Built, led specialist [publication](#) & [platform](#), *tbl – triple bottom-line*, from inception to a globally-cited, recognized resource with readers in 184 countries

- **Content Development:** Wrote award-winning thought pieces, edited publication, built global contributor network
- **Strategic Partnerships:** Closed MoUs with diverse partners to collectively further shared sustainability agendas ranging from non-profit partners to content partners to companies

Ford Foundation - 4 Women's Colleges Consortium, USA 2002 to 2003

International Student Consultant

Selected to develop Best Practice Models for recruitment & support programs via research, survey of peer institutions

Carroll Properties, Inc. USA 2002 to 2002

International Business & Communications Associate

Created communications systems - & wrote successful content therein. Strategized & forged strategic alliances to provide more integrated client services, e.g. researched & interviewed accounting firms to co-consult with Foreign Direct Investors

The Conversationalist, USA 2001 to 2003

Managing Editor

Re-established dormant newspaper. Successfully, proactively directed budgeting, printing, marketing & editing.

PROFESSIONAL & EDUCATIONAL ACCOMPLISHMENTS

- Project Management Professional (PMP), 40 Hours, FH Dynamics, Canada Feb 08
- CSR Coaching & Training, 120 Hours, One-on-One, Hands-on, Saracen Consulting, UK Dec 05

CONVERSE UNIVERSITY, USA May 2003

Major: International Business; **Minors:** Creative Writing & Chemistry

Best 201 Colleges in the Real World, Top 15 of America's Best Colleges in the South, United States of America

RIDER UNIVERSITY, USA May 2003

Major: Chemistry

Honors, Awards & Community Service

- **Who's Who among American Universities & Colleges:** for academic excellence & community service
- **Anne M. Chapman Scholarship:** unusually high award-amount for pursuit of research & study travel in Italy
- **Outstanding Student Leader Award:** for proactive, exceptional contribution to co-curricular & campus life
- **Distinguished Delegation Award:** for performance excellence at National Model United Nations 2000
- **Dean's List:** academic excellence recognition
- **Merit Scholarships:** for pursuit of higher education, given by Converse College
- **Welch International Trade Scholarship, SC Int'l Trade Center:** for achievements in Int'l Trade study

KHADEEJA ASHAAH R. BALKHI

GLOBALLY-CITED SUSTAINABILITY & BOARD EXCELLENCE ADVISOR

Trusted advisor to boards & C-Suite, partner to front-line staff in sustainability co-envisioning, impact assessment & reporting. A CNN award-winning journalist & pioneering thought leader Ms. Balkhi leads work on governance, vision & sustainability, naturally streamlining operations as a result of her work, towards sustainable excellence.

She has extensive global experience building diverse programs, from organizational awareness building, eg with Unilever – to conceptualizing Sustainability Strategies & Stewardship, eg with Ashghal, Qatar Public Works Authority & National Foods. Syncing vision with metrics, she is a natural at aligned strategic & operational excellence – with milestones & cascaded KPIs.

Ms. Balkhi develops Stakeholder Engagement Maps, embedding plans with detailed strategic blueprints for stakeholder-centric execution success. Innately hands-on, she conducts engagements herself, whether in large groups eg with OMV, or highly confidential one-on-one settings eg with the Indus Healthcare Network Board of Trustees & top management. She is comfortable in rural & urban ecosystems & a wide spectrum in between - making others in her presence similarly at-ease.

A firm believer in empowering all she works with, she naturally coaches & upskills her colleagues for expertise, depth & visionary enhancement. A global citizen, she gels with diverse international teams, perceptively & proactively solutioneering with other leaders, eg with the Progressive Group & Kia.

While much of her work is confidential, for her public-sphere work, her clients & reports she's authored have won many awards & recognition, ranging from entities such as UNGC, GRI, CSR Europe & many others.

CORE SKILLS

Sustainability | CSR Global Expert

Masterclass Trainer

Engagement, Comms, Governance

Change Management

Board Excellence & Advisory

PMP-trained

EDUCATION

CONVERSE UNIVERSITY, SC, USA

May 2003

International Business

Best 201 Colleges in the Real World,
Top 15 of America's Best in South US

RIDER UNIVERSITY, NJ, USA

May 2003

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EXECUTIVE SUMMARY

Ms. Balkhi strategizes, implements & leads sustainability programs and visions.

A globally-cited thought leader in the Sustainability profession, she is retained by leading companies & non-profit institutions for board-level Sustainability strategy development & stewardship; CSR reporting; impact assessment & measurement; writing; & executive education. She has organically restructured companies in-sync with their sustainability vision – delivering results such as increased international market access & enhanced factory-level productivity.

For each of the Sustainability or CSR Reports Ms. Balkhi has authored, a key component of her work has included engaging meaningfully with representative groups of stakeholders. For Engro (formerly Exxon) she composed the first national company's, multiple-award winning Sustainability Report. She developed & wrote Akzo Nobel's (ICI) integrated Sustainability Report for two annual reports.

Both as essential stand-alone projects & key components of strategic programs, Ms. Balkhi conducts Stakeholder Engagement exercises. With the national Microfinance Network, the national body for all of the country's micro-finance institutions, she conducted exhaustive nation-wide stakeholder engagement towards strategic yet on-the-ground gap analyses. She presented the report's findings & suggested action-paths to the PMN Board as feedback for the industry – upon which an industry-wide communications strategy was built.

She also conducted various stakeholder engagements sessions, focus groups, synthesized survey-work & report-authoring with OMV as part of a larger Social Audit she conducted with the oil & gas leader.

PROFESSIONAL TRAININGS

- Project Management Professional (PMP), 40 Hours, FH Dynamics, Canada
- CSR Coaching & Training, One-on-One, Saracen Consulting, UK

PERSONAL DETAILS

- English (Native)
- Arabic (conversational)

Born in Malawi, her travels for work & study span over 17 countries.

Much of her corporate Sustainability work is confidential: anchored around strategy for senior management. She set a precedent via National Foods, drafting an extensive, long-term Sustainability Strategy – that the company plans to keep leveraging for decades to-come. She then stewarded the company as a long-term advisor & friend through its implementation, from the board to the rural grassroots.

At Coca-Cola she developed an internal Risk Mitigation Model & Strategy, acclaimed within the company's global network for ground breaking models & analysis.

She trains diverse groups: ranging from the GRI (Global Reporting Initiative) & OECD to smaller environment non-profits like Shehri. With CSR Europe, she trained media in Istanbul to report on corporate behaviour & responsibility & developed CSR toolkits for the media. She's develop CSR understanding/ curriculum in academia, e.g. with LUMS Social Enterprise Development Centre & IBA Executive Education.

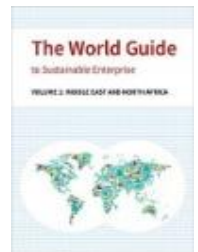


She authored Country Guide for 'World Guide to CSR'; & 'Sustainable Enterprise' for Maldives & Saudi Arabia.

A multiple-award winning journalist, her business journalism career took root in South Carolina, then Jeddah with The Saudi Gazette. 400+ articles published, including Forbes ME, Arab News, Dawn, Express Tribune, Women in Business, London, Newsweek ME covers. Awarded the CNN & CSR Europe's Young Journalist Award.

Sustainability catalyst, Ms. Balkhi's experience includes multi-party program implementations at the macro-level. She particularly enjoys conducting stakeholder engagements towards performance gap analyses & has worked with non-profits such as the World Wide Fund for Nature (WWF) & Mosaic. She also co-founded RSD Foundation, a non-profit organization active immediately after the 2005 South Asian earthquake.

In her honorary role at the Federation of Chambers of Commerce & Industry Board, apex democratic private sector body, she focused on leveraging CSR as a tool of national uplift with wide-ranging, patient-impact. She served as Chairman of the FPCCI CSR Standing Committee prior to commencing an extended sabbatical.



PROFESSIONAL EXPERIENCE – SELECT SAMPLE OF PROJECTS

Sustainability & Excellence Advisor, Ashghal – Qatar Public Works Authority, 2021-Current

- Design contextualized Sustainability Strategy in Excellence Framework, EFQM. Create plans, steward, train & engage

Board Excellence Advisor-Consultant, Indus Healthcare Network, 2020-Current

- Conducted Board Assessment & Development: leading team of 12 | Led scan, selection, application of Global Board Excellence guidelines & tools | Personally conducted 60 senior leader one-on-one engagements |
- Developed Assessment & Strategy Report, complete with Board-level KPIs | Curated & Presented Report at Board Retreat

Board Director | Executive Committee Member, CFP, USA, 2013-Current

- Civic Innovation to Improve Public Service Delivery | Co-lead organizational design, growth & alignment with a focus on macro & micro-level KPIs | Judge for Making All Voices Count #TechforGov Competition

Hospitality, Quality & Service Excellence Assessments, Diverse Hospitality Conglomerates (UAE, KSA, SL), 2017-2019

- Conducted hands-on, on-site assessments via application of global Quality & Excellence standards
- Leverage industry excellence benchmarks, auditing software. Close with top management sharing feedback, tools & loops

Global Supply Chain Trainer-Consultant, GRI (Netherlands), PUMA (Germany), Global Action Network for Transparency in Supply Chains (Global), 2009-10

- Business Transparency (GANTSch) Regional Consultant: trained boards & management teams of suppliers in PUMA's global supply chain to successfully create company-led GRI-based CSR Reports
- Co-create structures for GRI Transparency in global supply chains initiative. My work in global value chains is globally-cited

Media Trainer & Toolkit Developer, CSR Europe & CSR Turkey, 2009

- Bid, developed & conducted a CSR training for the Media in Turkey
- Co-developed Media CSR Toolkit Report on CSR & Business Ethics

Sustainability Strategy Consultant, National Foods 2007-2008

- Developed & stewarded sustainability strategy working with the Family Business Board & top management leadership
- Innovated a Sustainability Matrix tool as strategy anchor, which the company has been implementing for over a decade via embedding with Core Business Strategy, Gap Analyses & incorporating global benchmarks
- Recruited, trained & mentored CSR management & its implementation

Sustainability Consultant, Engro (Formerly Exxon), 2005

- Single-handedly structured, authored one of first global GRI reports, winning multiple awards – from GRI & UNGC

International Business & Communications Associate, Carroll Properties, USA, 2002

- Strategized & forged strategic alliances to provide more integrated client services, e.g. researched & interviewed accounting firms to co-consult with Foreign Direct Investors | Created internal Communication Systems

PROFESSIONAL DEVELOPMENT

One of the first global specialists in Sustainability & CSR my work is cited globally & I lead model-building & conduct trainings for global institutes. This was an emerging field when I commenced leadership in it. Eg. I served as Chair of the inaugural national UNGC CSR Crests Jury; served as Regional Trainer for GRI, the Global Reporting Initiative, itself.

Trained Project Management Professional (PMP)	40 Hours, FH Dynamics, Canada - Feb 08
Sustainability CSR Coaching & Training	120 Hours, One-on-One, Saracen Consulting, UK - Dec 05

EXECUTIVE APPOINTMENTS

TITLE	ORGANIZATION
Chairman	Corporate Social Responsibility Standing Committee, Federation of Chambers of Commerce & Industry
Board Member Executive Committee Member Strategic Advisor to the Board	CfP: Code for All Member
Chairman & Co-Founder	RSD Foundation
Founding-Recruiter & Interview Panelist	Mosaic - Prince of Wales Initiative; BITC (Business in The Community) global youth leadership program
President	CSR Association
Chairman of Jury	UNGC-EFP CSR Recognition Crest

PROFESSIONAL AWARDS & HONOURS

TITLE	ORGANIZATION
Author, 3 Country Guides	World Guide to Sustainable Enterprise , Europe
Winner (Developed Value Chain Empowerment Model)	CSR Europe Young Journalists Award : best CSR article in Enterprise 2020 Competition, Brussels
CNN Young Journalist Award	CNN : Selected in Top-3 for article golf courses' environmental impact article
Author, Country Guide Global Corporate Social Responsibility Guide	World Guide to CSR , 4-Volume Curation, Europe
Master Trainer; Keynote Speaker; Panelist	CNN & others : Diverse workshops, conferences, universities, corporate training sessions, TV

ACADEMIC HONOURS, AWARDS & COMMUNITY SERVICE

• Who's Who among American Universities & Colleges : for academic excellence & community service
• Anne M. Chapman Scholarship : unusually high award-amount for pursuit of research & study travel in Italy
• Outstanding Student Leader Award : for proactive, exceptional contribution to co-curricular & campus life
• Distinguished Delegation Award : for performance excellence at National Model United Nations 2000
• Dean's List : academic excellence recognition Merit Scholarships : for pursuit of higher education
• Welch International Trade Scholarship, SC Int'l Trade Center : for achievements in Int'l Trade study